

# **DIVISION OF DRINKING WATER**

## **FY 2006 GOALS**

### **MISSION STATEMENT:**

To protect the public against waterborne health risks through education, assistance, and oversight

## **ENVIRONMENT**

### **DEQ STRATEGIC GOAL**

Establish clear, implementable criteria that define excellence in environmental quality, including standards for air, water, and soil, and for activities in pollution prevention, clean-ups, emissions reductions, public education and cost effectiveness of controls.

#### **Measures:**

- a. Necessary statutes, rules, and guidelines exist.
- b. Regulated customers understand and follow criteria.
- c. The non-regulated customers perceive DEQ programs as fair and protective of health and the environment.

Promote a balanced, sustainable relationship between economic development and environmental quality.

#### **Measures:**

- a. Stakeholders participate in the development and implementation of environmental policies and programs.
- b. Over time, evaluate environmental and public health improvements in relation to Utah's economic development.

Provide leadership in Utah, the western region, and nationally on environmental policy and protection.

#### **Measures:**

- a. Evaluate the results of DEQ participation in targeted state, regional and national policy and regulatory discussions. Identify objectives of participation and achievement of objects.
- b. Success of legislative, budget, and policy initiatives identified and supported by DEQ.

### **DDW STRATEGIC GOAL**

To maintain superior drinking water quality and meet the current and future water demand through ensuring adequate facilities, source protection, Safe Drinking Water Act (SDWA) implementation, timely assistance, and incorporate Utah needs into national policy. Our ultimate goal is to have zero Not Approved public water systems.

#### **Measures:**

- a. Percentage of community water systems with approved ratings.
- b. Percentage of population served with approved ratings.
- c. Number of completed source protection plans implemented by drinking water systems.
- d. Percent of population and community water systems with ground water or surface water protection programs.

- e. Percent of the population served by community water systems that receive drinking water that meets all applicable health-based drinking-water standards through effective treatment and source water protection
- f. Percent of the population served by community water systems that receives drinking water that meets health-based standards for those requirements with which systems need to comply:  
     As of December 2001: **2005 Target: 90% 2008 Target: 95%**  
     As of January 2002 or later: **2005 Target: 70% 2008 Target: 80%**
- g. Percent of community water systems that provide drinking water that meets health-based standards for those requirements with which systems need to comply:  
     As of December 2001: **2005 Target: 95% 2008 Target: 95%**  
     As of January 2002 or later: **2005 Target: 70% 2008 Target: 80%**
- h. Percent of source water areas (both surface and ground water) for community water systems that will achieve minimized risk to public health. **2005 Target: 40% 2008Target: 50%**

### **DDW Annual Goals**

#### **1. Complete, maintain and enhance the SDWIS database.**

##### Measures:

- a. Complete the data migration from DMAC to SDWIS by September 30, 2005.
- b. Perform parallel testing of SDWIS and DMAC during the September – November 2005 time period.
- c. Become SDWIS conversant in the September – December 2005 time period.
- d. Be totally SDWIS functional by January 1, 2006.

#### **2. Develop a public education paragraph to be used in future CCR's that explains the do's and don'ts of cross connections issues for water utility customers.**

##### Measures:

- a. Develop an appropriate paragraph of language by July 1, 2005.
- b. Insert the prepared paragraph into the RWAU/DDW CCR template by August 31, 2005.
- c. Develop CCR Rule changes and complete the rule making process by January 31, 2006.
- d. Incorporate the changes at Utah's Rural Water Association annual conference in February 2006.

#### **3. The Compliance Section will evaluate EPA's Groundwater Rule and formulate an implementation plan.**

##### Measures:

- a. By June 30, 2006 the Section will develop an implementation plan covering:
  - 1) Training for water utility personal and state staff.

- 2) State Rule writing.

**4. Implement the Arsenic rule strategy.**

Measures:

- a. Finalize a State Based Arsenic rule by August 1, 2005.
- b. By July 1, 2005, identify systems that have not received the Arsenic Rule Compliance training.
- c. Schedule needed training and complete the training by September 30, 2005.
- d. The Compliance Section will evaluate Exemption applications and present them to the Drinking Water Board at the Board's February 2006 meeting.
- e. The Engineering Section will review, approve and issue operating permits according to rule.
- f. By April 1, 2006 the Compliance Section will initiate enforcement action against non-complying systems.

**5. The Compliance Section will evaluate EPA's DBP stage 2 and LT2ESWTR Rule and formulate an implementation plan.**

Measures:

By June 30, 2006 the Section will develop an implementation plan covering:

- 1) Training for water utility personal and state staff
- 2) State Rule writing.
- b. During the months of July and August 2005 DDW will prepare guidance and training materials in cooperation with major water utility players regarding the requirements of the IDSE portion of the rule
- c. During the month of January and February 2006 DDW will provide training regarding the IDSE rule and respond to questions from utilities.

**6. The Compliance Section will evaluate the changes to the Lead/Copper Rule and formulate an implementation plan.**

Measures:

- a. By June 30, 2006 the Section will develop an implementation plan covering:
  - 1) Training for water utility personal and state staff
  - 2) State Rule writing.

**7. The Compliance Section will work with the State Health Laboratory to: a) improve upon the completeness and timeliness of reporting: IOC, VOC, Pesticide and Radionuclide data, b) encourage the Bureau of Laboratory Improvement to incorporate a rule requiring certified bacteriologic laboratories to automatically forward data to DDW and the appropriate local health department and c) encourage where ever possible the electronic reporting of data by all certified laboratories and if BLI is unwilling to address mandatory reporting, d) write a DDW rule requiring water systems to contractually require Labs to send data to DDW.**

Measures:

- a. DDW will continue to attend the monthly DEQ/DOH laboratory coordination meeting and as appropriate, bring up the issues identified above.
- b. Following a change in management at DOH laboratory DDW staff will meet to discuss the possibility of a BLI rule.
- c. By December 31, 2005, DDW will evaluate if a DDW rule is required.

## **CUSTOMER SERVICE**

### **DEQ STRATEGIC GOAL**

Both internally and externally operate as a customer-oriented agency by focusing on customer service, building trust and problem solving through cooperative efforts.

- Recognize that customers include the regulated community, stakeholders, co-workers and all interested parties.
- Make timely decisions and act on them.
- Improve coordination with internal and external customers.
- Provide effective communication, timely and accurate information, and clear direction to customers.
- Encourage public involvement and informed decision making.
- Involve customers in the rule making process.
- Work with customers to solve problems.
- Utilize partnerships and stakeholder forums to solve environmental and public health problems.

#### **Measures**

- a. Decisions and services provided within mutually agreed upon time frames which best meet customers' needs, and provides appropriate environmental protection.
- b. Customer service feedback.
- c. Customer input and feedback during informal and formal stages of rule making.

### **DDW STRATEGIC GOAL**

Maintain an atmosphere of trust between the Division and the Division's customers through timely, accurate and courteous exchanges of information.

#### **Measures**

- a. Customer feedback to Department and Division.
- b. Meet established review or response periods.

### **DDW Annual Goals**

8. Make improvements to the Division's Web Site, so that customers can more easily find what they are looking for.



Measures:

- a. By July 31, 2005 put a survey on the website soliciting ideas from customers as to how easy the website is to follow and for suggestions of information groupings, categories and category titles that would be easier to follow, when they are trying to access documents, forms, information, etc on the website.
- b. By December 31, 2005 redesign the website so that customers can better understand how to make their way through the website to get to the documents, forms, information, etc they are looking for.

**9. Implement an electronic document management system.**

Measures:

- a. Purchase hardware with FY05 funds by June 30, 2005
- b. Support Department implementation team with software purchase recommendations by July 15, 2005.
- c. Convene Division implementation team by May 1, 2005.
- d. Division implementation team to evaluate business process change needs to support EDM and make recommendations to DDW management by July 1, 2005.
- e. DDW begins implementation efforts (software training, hardware setup, business changes) by August 1, 2005.

**10. Effective inter-departmental communication (DNR, DOH).**

Measures:

- a. Email DDW staff and DWB on issues they would like to see improved/discussed/changed between DDW and Department of Natural Resources and Department of Health by September 1, 2005.
- b. Evaluate responses, identify concerns, and Email them to the two Departments/Divisions that are potentially impacted by issues by October 1, 2005.
- c. Begin working on issues by November 1, 2005.

**STATE BASED REGULATION OF ENVIRONMENTAL PROGRAMS**

**DEQ STRATEGIC GOAL**

Administer programs and priorities to reflect the unique conditions of Utah. Programs will be administered at the state or local level, wherever appropriate. Actively influence non-delegated federal programs to reflect Utah needs.

- a. Primacy is achieved and maintained in those environmental program areas in which it is determined to be in the best interest of the state to receive federal primacy.
- b. Utah Issues and DEQ concerns are reflected in state, regional and national environmental policies.

**DDW STRATEGIC GOAL**

Administer programs and priorities to reflect the unique conditions of Utah. Programs will be administered at the state or local level, whenever appropriate. Actively influence non-delegated federal programs to reflect Utah needs.

## **DDW Annual Goals**

### **11. Develop and adopt revisions to Utah's Disinfection Rule and create companion guidance document(s) for Rule R309-520-14.**

#### **Measures:**

- a. By July 1, 2005 complete draft revisions to the Ultra-violet, Ozone, Chlorine dioxide, and Sodium hypochlorite and Calcium hypochlorite subdivisions of the Disinfection Rule.
- b. By August 1, 2005 complete draft revisions of companion guidance documents to the aforementioned rule changes.
- c. By July 1, 2005 provide staff and customers, including the Utah Water Alliance, the opportunity to review and comment on the draft Rule revisions and the companion guidance documents as soon thereafter as possible.
- d. Present the proposed rule changes and companion guidance documents to the Drinking Water Board for review and approval at its September 9, 2005 meeting.
- e. Complete the rule making process by January 31, 2006.

### **12. Have the Sanitary Survey QAT direct the implementation of the PDA/ESS processes and procedures and propose rules incorporating missing pieces in the IPS rule.**

#### **Measures:**

- a. The team will complete Sanitary Survey training using the PDA by August 31, 2005 and report to Management any DDW staff, District Engineers and/or Local Health Department staff who still need training by September 15, 2005.
- b. The team will propose a methodology and instructions to enable the transfer of historic IPS Sanitary Survey information into the new SDWIS database by July 1, 2005.
- c. The Division staff will complete IPS transfer data entry by October 31, 2005.
- d. The team will evaluate rule elements where there is not a corresponding element in the IPS rule. The team will further develop proposed changes to the IPS rule to incorporate the missing elements by December 31, 2005.
- e. The team will receive input from surveyors and updates from EPA's Drinking Water Academy on changes to the PDA/ESS process and implement improvements, including automation of downloads and uploads from SDWIS to PDA and from PDA back to SDWIS by June 30, 2006.
- f. The team in cooperation with the SDWIS development team will investigate further automation to enable District Engineers and LHD's to perform the uploads and downloads via the web.

### **13. Obtain accurate location data for more public water sources.**

#### **Measures:**

- a. Obtain locations for 75% (28) of the Community water sources that do not have locations (from a total of 1995 sources in Community systems). This may be accomplished by a combination of sanitary surveys, new source review data, and digitizing. Complete by April 30, 2006.

- b. Obtain locations for 50% (8) of the NTNC and NC water sources that are planned or in use that do not have locations (from a total of 771 sources in NTNC and NC systems). Complete by April 30, 2006.
- c. Develop simplified instructions for using the two types of GPS receivers. Complete by May 31, 2005.
- d. Distribute a monthly list of public water supplies for which we do not have location data. This is intended to encourage surveyors to obtain location data during sanitary surveys. The first list will be distributed by May 31, 2005.
- e. Implement the standard DAD location form on the DAD New Source Review page. Complete by May 31, 2005.
- f. Transfer all source location data to SDWIS/State. When SDWIS/State is implemented it will be the database of record for all location data. Complete by December 31, 2005.

**14. Complete digitizing of all source protection zones through the UIC grant, or 100 sources if we do not receive the grant.**

Measures:

- a. Assist AGRC and WQ with application for UIC grant. If we receive this grant, then work with WQ to prioritize the zones to be digitized, and provide zone maps to AGRC for digitizing. We should know the grant status by July 20, 2005, and we will discuss the number of zones to be digitized this year based on when we receive the funding and how fast AGRC can do the digitizing work.
- b. Develop a process for in-house heads-up digitizing. We should develop our own process so that we can make updates as protection zones are modified by water suppliers. Complete by August 31, 2005.
- c. Work with the electronic document management team to implement a large-format scanner for heads-up digitizing. Timing of this step depends on when we receive the large-format scanner. Complete by April 30, 2006.
- d. If we do not receive the UIC grant discussed in Measure 1, then our goal is to digitize zones from 100 source protection plans. Complete by June 30, 2006

**15. Review pump test requirements for wells with respect to rating well yields and recommend a revision to rule.**

Measures:

- a. By December 31, 2005 review pump test requirements for wells, determine what criteria should be used for well capacity rating (e.g. 24-hour test at 1.5 times rated capacity), and determine if rule should be revised.
- b. Present proposed rule to Drinking Water Board at first Board meeting in 2006.

**16. Develop DAD to work with SDWIS database.**

Measures:

- a. By July 31, 2005 have a comprehensive list of what information and files need to be in DAD, including source protection, new source review, plan review and operating permits, financial assistance programs, other rule oversight and records not yet programmed into SDWIS, water system facility records that do not fit into SDWIS, etc. unless any of the selected categories have been developed in SDWIS by that date or are nearly developed.
- b. Develop DAD and links between DAD and SDWIS. Develop enough links for a reasonable amount of testing by September 30, 2005.



- c. By October 31, 2005 have a schedule of dates for completing pieces of the DAD database and links with SDWIS.
- d. By February 1, 2006 or two months after completion of SDWIS database, whichever is later, have DAD and links with SDWIS completed.

## **PARTNERSHIP WITH FEDERAL, STATE, LOCAL AND TRIBAL GOVERNMENTS**

### **DEQ STRATEGIC GOAL**

Improve the effectiveness and efficiency of statewide delivery of environmental services by strengthening relationships with all levels of government.

- Work with federal, state, local (including local health departments), and Tribal governments and provide information to plan for and manage the environmental impacts of growth.
- The Environmental Services Delivery Plan (ESDP) delineates roles and responsibilities, joint goals and objectives, and establishes accountability between DEQ and local health departments and local governments.
- The Performance Partnership Agreement (PPA) delineates roles and responsibilities, joint goals and objectives, and establishes accountability between DEQ and EPA.
- Focus on teamwork and partnership in identifying and resolving problems.
- Utah has signed an agreement with the Nuclear Regulatory Commission (NRC) that delineates the roles and responsibilities and provides consistent regulation of radioactive materials between the State and the NRC.

#### Measures:

- a. Key problems identified by government partners are addressed and solutions developed and implemented.
- b. Effectiveness of the Environmental Service Delivery Plan in developing a state/local partnership, coordinating delivery of services, and obtaining adequate resources.
- c. Effectiveness of the Performance Partnership Agreement in developing a state/federal partnership, coordinating delivery of services and obtaining adequate resources.
- d. Evaluation of the effectiveness of the Agreement program in accomplishing the goals of the partnership for delivery of services and obtaining program resources.

#### Key Environmental Indicators:

- Radioactive materials, radioactive waste, exposure to x-rays
- Radioactive material releases to air, soil and groundwater is controlled
- Human exposure to radioactive materials is controlled
- Human exposure to x-ray radiation is controlled
- Human exposure to elevated levels of radioactive radon gas, an indoor air quality issue, is evaluated

- Radon gas as an indoor air pollutant is controlled

## **DDW STRATEGIC GOAL**

Administer program and priorities to reflect the unique conditions of Utah. Programs will be administered at the state or local, whenever appropriate. Actively influence non-delegated federal programs to reflect Utah needs.

### **DDW Annual Goals**

#### **17. Provide capacity development training/education per SB60 requirements.**

##### Measures:

- a. Evaluate the requirements of SB60 and the capacity development (CD) program requirements and present a list of recommendations to management by August 31, 2005 for accomplishing goal.
- b. Based on management feedback develop a program by October 15, 2005 for providing CD training/education.

#### **18. Assist LHDs to implement an ordinance to regulate non-public systems (less than 15 connections and/or less than 25 people).**

##### Measures:

- a. Send copies of various already adopted ordinances to CLEHA by May 1, 2005.
- b. Offer to assist CLEHA in working on draft "model" ordinance at their quarterly meetings.
- c. Offer to attend Board of Health meetings for LHDs when they are in the adoption phase of the ordinance process.

## **EMPLOYEES**

### **DEQ STRATEGIC GOAL**

The success of the employees determines the success of DEQ. We will maintain a climate and structure in which employees can function to their fullest potential and accomplish the strategic goals of DEQ.

- Employees are committed to the success of DEQ and recognize their professional responsibility and accountability in meeting the needs of the organization.
- Employee participation in achieving strategic and annual goals is essential.
- Teamwork and problem solving are essential.
- Employees are recognized for their quality work.
- Provide opportunities for training and professional development.
- DEQ actively promotes wellness.

- Employees will perceive DEQ as a desirable place to work.
- DEQ is effective in recruiting and retaining quality employees.  
Measures:
  - a. Employees' feedback.
  - b. Individual performance standards reflect annual goals, and performance reviews are based on those performance standards.
  - c. Employees' statements and actions reflect strategic and annual goals and DEQ policies and procedures.
  - d. Employee recognition programs are in place, utilized and meet employee and management needs.
  - e. DEQ has a low turnover rate and is effective in the recruitment of quality new employees.

### **DDW STRATEGIC GOAL**

The success of the employees determines the success of the DEQ. We will maintain a climate and structure in which employees can function to their fullest potential and accomplish the strategic goals of DEQ.

#### Measures:

- a. Employee's assessment of job assignments.
- b. Employee's assessment of program direction.
- c. Implement and maintain successful Quality Recognition Program.

### **DDW Annual Goals**

- 19. Set quarterly goals for managers to use the DEQ recognition policy to its fullest to reward DDW employees for excellent work.**

#### Measures:

- a. Set quarterly goals for each manager in their performance plan for recognizing good work in their respective sections by August 1, 2005.
- b. Each manager to report to the Director by November 30, 2005 and March 30 2005 their progress in meeting the assigned goal.

- 20. Increase the professionalism and productivity of DDW's staff through training opportunities.**

#### Measures:

- a. Establish training opportunities for staff after each staff meeting.
- b. Determine effectiveness of training via Email by December 31, 2005.
- c. Within Division budget capabilities, ensure staff are able to attend instate and out of state training opportunities.
- d. Continue to support training webcasts.

**21. Have a Division summer picnic.**

Measures:

- a. Establish Division picnic committee by June 1, 2005.
- b. Committee to make recommendations to leadership by June 30, 2005.
- c. Have picnic by August 31, 2005.
- d. Measure staff satisfaction of picnic by September 15, 2005.

**22. Improve communication with staff by the secretaries.**

Measures:

- a. The secretaries will implement better e-mail messages to staff by August 31, 2005. The secretaries will have the e-mails in a standard memorandum type format. The Subject Line will correspond with the information in the e-mail. If there is a correction in an e-mail, the secretaries will go to the originator of the e-mail with the corrections. The originator of the e-mail will resend the corrected e-mail. This will eliminate numerous confusing e-mails from different secretaries on the same topic.
- b. By December 31, 2005, the Division will be sent updated documents of any changes in staff assignments or Division Policy documents. When changes are made to staff assignments or policies, an updated version will be distributed to staff at that time.
- c. By December 31, 2005, the secretaries will start providing positive comments to each other to help improve moral among the secretaries. This will be an on-going goal done regularly (daily, weekly or monthly, or as needed).

**23. Secretaries will become more proficient in software and cross-train one another.**

Measures:

- a. By December 31, 2005 the secretaries will start taking computer classes or review new computer training manuals to keep updated on their computer skills. The secretaries will also be able to help staff out as needed. This will be an on-going goal.
- b. By December 31, 2005 each secretary will have a training session with the other secretaries on their job duties. The training will be conducted in their secretary meetings. This will be an on-going goal.

**ENHANCE POLICY MAKER'S (LEGISLATURE, OTHER ELECTED OFFICIALS, AND BOARDS) UNDERSTANDING OF ENVIRONMENTAL ISSUES**

**DEQ STRATEGIC GOAL**

Facilitate policy makers (Governor's Office, Legislators, Elected Officials, and Board Members) as proactive participants in shaping environmental policy.

Measures:

- a. Governor's Office, Legislators, elected officials, and Board members are apprised of important environmental policy issues.



- b. Relationships with policy makers are developed and understanding of environmental issues enhanced.
- c. Policy makers work with DEQ in development and implementation of environmental policy issues.
- d. Policy makers' trust in DEQ is developed and enhanced.

**24. Complete a Division Annual Report.**

Measures:

- a. Complete Calendar year 2004 report by July 31, 2005.
- b. Complete Calendar year 2005 report by March 15, 2006.

**25. Change state statute to allow private/mutual water companies access to state funded loans.**

Measures:

- a. Evaluate Drinking Water Board's willingness to support statute change by May 13, 2005.
- b. If DWB supports statute change, address issue with other state funding agencies through the WDCC by June 30, 2005.
- c. Work with attorney general's office to draft language changes by June 30, 2005.
- d. Work with water industry (RWAU and AWWA-Intermountain Section) to start getting the word out by June 30, 2005.
- e. Begin seeking legislative sponsor by July 31, 2005.

**26. Review fee structure for Division needs to offset recent increased program costs.**

Measures:

- a. All fee reviews will be completed by June 30, 2005
- b. Fee implementation changes will be requested no later than July 15, 2005.
- c. Work with water industry (RWAU and AWWA-Intermountain Section) to start getting word out by July 31, 2005.
- d. Fees to be considered:
  - 1) Plan review/operating permit fees
  - 2) Financial assistance program fee
  - 3) OpCert fee structure evaluation
  - 4) SRF fees and how staff charges time
  - 5) Well grout fees